

SUCCESS PROFILESSM MANAGEMENT

Powering Optimized Talent Management to:

- ⊕ Align your talent with your business.
- ⊕ Drive improved hiring, promotion, development, and succession decisions.
- ⊕ Increase clarity of performance and development expectations.



What Success Profiles Mean for You

Managers

(Better Conversations)
More clarity, competence, and confidence when making selection decisions or having coaching or performance discussions with employees by using the precision of key actions—the most critical behaviors related to proficiency in each competency.

Senior Leaders

(Greater Business Impact)
Higher ROI on talent management-related activities and budget, tighter alignment of talent management systems with cultural and business strategies, and the increased ability to make the right talent decisions.

Employees

(Better Understanding)
Clearer picture of career paths and opportunities, including their strengths and development opportunities.

HR (Talent Management Team)

(Better Integration)
A common language drives more synergy among—and efficiency within—talent management systems, thus building HR's reputation as an effective business partner.

+ WHAT IS YOUR ORGANIZATION'S BIGGEST DISCONNECT?

Misalignment between your business goals and the talent required to achieve them.

What's the first step toward alignment? Well-defined competencies that reflect successful performance, are clear to all stakeholders, and form the foundation upon which your talent management systems are built. Numerous research studies have demonstrated this connection between a well-defined competency management approach and business success.*

DDI's unique, holistic Success ProfilesSM are built on more than 40 years of experience and clearly describe the core ingredients that enable your workforce to exert a positive impact on your business and culture. Well-defined Success ProfilesSM link all of your talent management systems together. And, no matter how thoughtfully created, if your Success Profiles do not make sense to the people who use them, and if they are not embedded into all of your talent management initiatives, your investment won't realize its full value.

Unfortunately, most organizations equate competencies with behaviors—only. Success Profiles take a 4-D approach, looking instead at knowledge, experience, personal attributes, and competencies that are related to successful performance at target levels or in specific roles. And, from the very beginning, your Success Profiles are linked to your business and culture goals.

What People KNOW

Technical and/or professional information needed to perform job activities successfully

Examples:

- C++ Programming
- Client Acquisition Strategies
- Cross-Cultural Differences

What People HAVE DONE

Educational and work achievements needed to perform job activities successfully

Examples:

- Led a Sales Team
- Started up an Operation
- Launched a New Product



What People CAN DO

A cluster of behaviors performed on a job

Examples:

- Decision Making
- Planning and Organizing
- Coaching

Who People ARE

Personal dispositions and motivations that relate to job satisfaction, job success, or failure

Examples:

- Leadership Disposition
- Cognitive Ability
- Risk Averse

DDI's Success Profiles Management Four-Step Solution



DDI's Success Profiles approach encompasses four steps aimed at ensuring a successful implementation—from beginning to end.

1. Starting with a plan which sets a foundation for success.
2. Building Success Profiles that align with business challenges.
3. Engaging leaders and employees to use the profiles.
4. Assessing their impact and adjusting as needed.

● Step 1: Start with a Plan

Create your strategy for using competencies.

With careful planning, you will avoid the pitfalls that can derail you from realizing the full value of your Success Profiles. This requires:

- Identifying your unique cultural and business priorities and the needs of all stakeholders.
- Assessing the requirements of your targeted talent management systems.
- Deciding on your strategy for building your Success Profiles, including the roles and levels on which you will focus.
- Recognizing the most effective ways to communicate, engage, and train those who will be using your new models.
- Considering the approach for evaluating your organization's deployment of Success Profiles and their business value.

A Strategic Planning Session ensures you will have a Success Profiles Management approach that is aligned with your critical business drivers and the needs of all stakeholders. As a result, you will also have a roadmap for each ensuing phase.

● Step 2: Design

Tell us about your business drivers and we'll show you how to formulate Success Profiles that are critical for every job family and leadership level.

Now it's time to build your Success Profiles. DDI offers an array of approaches to help you identify and use your Success Profiles. While all Success Profiles will be built and customized for your organization, you will also have access to a database of competency models developed for thousands of organizations over the past 40 years.

And, we have flipped the typical design process. Most organizations determine their competencies first, and then attempt to connect them to their business drivers. DDI's process starts with identifying your key business drivers (e.g., Driving Process Innovation, Promoting and Launching New Products/Services, or Executing a Competitive Strategy); this, in turn, informs the components of your Success Profiles.

● Step 3: Launch & Engage

Drive rapid adoption and leverage your Success Profiles as a foundation for integrated talent management.

What good is developing Success Profiles if they don't become the engine to drive all your talent management systems? And, why have Success Profiles if all of your employees don't see the relevance, understand the benefits, and aren't trained to apply them?

Through a collaborative Launch and Engagement Implementation Session, you can be assured your Success Profiles are integrated into your talent management systems, viewed as relevant to your

users, and linked to measurable talent and business. DDI enables you to target aspects of your Success Profiles for incorporation into your recruiting, onboarding, development, performance appraisal, promotion, and career planning systems.

● Step 4: Optimize

Ensure your return on investment.

Without ownership and accountability, even the best models will fail if you don't actively manage the use of your Success Profiles and measure their impact. We can help you collect and analyze data to determine what's working and what isn't so you can make adjustments. And, just as important, when your organization's tactics or strategies change, we can help you move quickly to modify your Success Profiles.

Our Optimization Consulting Services provides the measurement follow-through. You'll know when and how to assess effectiveness, and you'll have a plan to ensure your Success Profiles stay ahead of the business.



Value of DDI's Success Profile Management

Competency Challenges	How DDI's Success Profiles Overcome Challenges
Lack of Relevance	<ul style="list-style-type: none">+ Directly link to your organization's business drivers.+ Enable quick adjustment when business challenges change.+ Provide access to the most comprehensive database of competencies collected over 40 years across multiple jobs, functions, and levels. Available in every major language, all verified to ensure cross-cultural relevance.
Insufficient Clarity and Depth	<p>Competencies:</p> <ul style="list-style-type: none">+ Clear definitions aimed at increasing job relevance and understanding.+ Defined by level, where appropriate, to improve usability.+ Include specific key actions that enable better targeting of key behaviors for assessment and development consideration. <p>Example: Coaching—Engaging an individual in developing and committing to an action plan that targets specific behaviors, skills, or knowledge needed to ensure performance improvement or prepare for success in new responsibilities.</p> <p>Key Actions: <i>Aligns expectations for the discussion, defines the performance challenge, maintains motivation, engages and involves, offers support, gains agreement, establishes action plan.</i></p>
Minimal Flexibility	<ul style="list-style-type: none">+ Multiple tools, software, and workshop options available to build your Success Profiles quickly and efficiently.+ Ability to transfer Success Profiles methodology to your own in-house experts.+ Expert consulting resources in every major region to help you build and deploy your Success Profiles.
Risk	<ul style="list-style-type: none">+ Process is designed to mitigate errors in decisions and legal risk when competencies are used as part of your selection, promotion, and performance appraisal systems.

About Development Dimensions International

Who We Are. Development Dimensions International, or DDI, is one of the top talent management consultancies. Forty-five years ago, we pioneered the field; today we remain its chief innovator.

What We Do. We help companies transform the way they hire, promote, and develop their leaders and workforce. The outcome? People ready to instigate, understand, and execute business strategy, and address challenges head-on.

How We Do It. If you have ever had a leader you revered or marveled at how quickly a new hire came up to speed, you might very well be experiencing DDI at work. Often, we are behind the scenes, creating custom training or assessment that clients can roll out on their own. Other times, we are more visible, helping clients drive big changes in their organizations. Always, we use the latest methods, based on science and the test of time.

Who We Do It With. Our clients are some of the most successful companies on earth. They're Fortune 500s and multinationals, doing business across a vast array of industries, from Shanghai to San Francisco and everywhere in between. We serve clients from 42 DDI-owned or closely affiliated offices.

Why We Do It. The principles and skills we teach don't just make people better employees, they are at the heart of what makes for happier and more fulfilled human beings—better family members, better neighbors, better friends.

Helping you meet your business goals by ensuring a ready-now supply of talent.

Talent Acquisition



Leadership Development



Succession Management



EMAIL: info@ddiworld.com

VISIT: www.ddiworld.com

THE AMERICAS

WORLD HEADQUARTERS
PITTSBURGH
+1 (412) 257 0600

MEXICO CITY
+52 (55)1253 9000

TORONTO
+1 (416) 644 8370

EMEA

DÜSSELDORF
+49(0)21 59/91 68 0

LONDON
+44 1753 616000

PARIS
+33 1 84 88 53 80

ASIA-PACIFIC

MUMBAI
+91 22 6191 1100

SHANGHAI
+8621 2329 5000

SINGAPORE
+65 6226 5335

SYDNEY
+61 (2) 9466 0300



HEFI

MKTSPRBR1-01150MA

© Development Dimensions International, Inc., 2015. All rights reserved.

